

CONFIDENTIAL

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25 September 1972

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science and Technology
Deputy Director for Support

SUBJECT : Training Board of Visitors

1. At the Director's Annual Conference, the suggestion of a Board of Visitors to the Agency training effort was given general endorsement. This Board is hereby established.
2. The purpose of the Board of Visitors is to identify training needs within the Agency and to assess the programs of the Office of Training in meeting these needs through its own and Agency-sponsored external training. I am particularly concerned that there be a planned, precise, systematic use of training as an integral facet of personnel management and organizational development in the Agency.
3. Mr. William Broe, the Inspector General, is appointed Chairman of the Board of Visitors and Mr. Harry Fisher, Director of Personnel, an ex officio member. Each Deputy Director is requested, following consultation with Mr. Broe, to designate one of his most senior officers as a member of the Board. The Director of Training is requested to designate one of his officers to be Executive Secretary to the Board.
4. The Board of Visitors is directed to undertake the following functions:
 - a. Assess use of training in terms of employee and organizational development and advise the Deputy Directors concerning measures for improving training as an instrument of personnel management within their Directorates. In this connection, efforts should be made to increase the effectiveness and participation of component training officers in personnel planning.

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b. Examine operations, intelligence, and support doctrine being presented by the Office of Training and advise the Deputy Directors concerning guidance needed from the Directorates by the Office of Training to enable the latter to fulfill its mission.

c. Identify and describe for the Director of Training those job skills which need to be developed by training.

d. Evaluate the validity of OTR's courses and programs, including external training, by examining training objectives, content, and resulting on-the-job performance of employees, and recommend to the Director of Training the addition, modification, or elimination of training programs as appropriate.

5. In executing its responsibilities, the Board will convene at the call of the Chairman at least once each year, but may convene more often as circumstances dictate. Minutes of all meetings should be recorded. The Chairman shall have responsibility for developing the agenda for the Board through such consultation with Board members and other Agency officials as he may elect. The Chairman or his designated representative is to prepare an annual report, including recommendations, for submission to the Director and the Director of Training. Dissenting or differing views of Board members should be included in this report.

6. The Board is authorized to establish standing or ad hoc committees to undertake activities specifically approved by it. Membership on such committees should be determined by members of the Board but need not be limited to them. I would expect, for example, the services of the Inspector General's staff to be available for use by the Board. The various members of the Board also will certainly have particular special interests and, therefore, it would be appropriate to have Directorate caucuses led by the Board of Visitors member for that Directorate. I would hope that the Board as a whole would take the broadest possible view from the standpoint of overall Agency interests, as well as reflect the needs of the individual Directorates.

7. Secretarial and other support services required by the Board itself should be provided by the Office of Training. Individual members and committees in need of services may call upon other components as circumstances dictate.

8. I would appreciate your giving the Board of Visitors your fullest support and urge you to designate your representative as soon as reasonably possible.

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W. E. Colby
Executive Director-Comptroller

cc: Inspector General
Director of Personnel
Director of Training